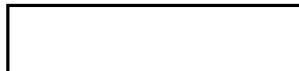


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6 December 1973

MEMORANDUM FOR: D/DCI/IC

SUBJECT:



Post Mortem Phase II

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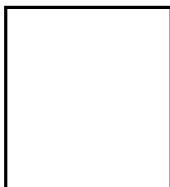
1. In pursuing the next phase of our Post-Mortem exercise we have in mind your guidance to orient the studies to specific problems uncovered in Phase I and to focus on specific guidance to the community on the steps that must be taken to improve our performance, particularly in crisis situations but not necessarily limited thereto.

2. To accomplish this we have in mind a series of reports each of which will focus on defined problem areas. As a group they will constitute a "final" report as promised to USIB, but it would not be necessary for them to be published and considered as one package. Each will be prepared separately and be capable of standing by itself; however, work on each of the studies will proceed concurrently. At this moment we are setting a target date of late January for completion of each report. We recognize, however, that some reports may require more time than others, personnel on the teams will be asked to respond in the meantime to other ad hoc requirements, and the Christmas holidays intervene. Adjustments in this target date may therefore be required in some instances. Nevertheless, we will strive to meet the deadline--bearing in mind your desire to avoid where possible excessive amounts of overtime, which has been unavoidable during the past month to meet Senatorial, USIB, and PFIAB requirements.

3. We plan to undertake the following studies within PRG:

*Intelligence Analysis Summary*

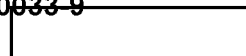
a. Operations of Intelligence Community During the Crisis. This study will examine the effectiveness of the various crisis centers (at CIA, DIA, NSA, INR, etc.) to meet consumer needs with special attention to interagency coordination, product quality, and recommendations for improving the community's ability to respond to future crises by the use of new methodologies and techniques.



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b. Production of Military Intelligence. Our interim report makes clear that there were serious shortcomings in the production of military intelligence during the pre-hostilities period. Insufficient concentration on military intelligence per se by DIA, below par management, and qualitative and quantitative shortcomings of production analysts were revealed in the Phase I investigation as among the principal problems. This study will examine the adequacy and suggest means of improving basic military intelligence.

c. Challenge Mechanisms. Our interim study pointed out the influence of "mind-set" and "reinforcing consensus" on the community's production analysts. This study would offer recommended procedures which the community should undertake in order to attack this problem.

I plan to assign supervisory responsibility for these reports as follows:

- a.
- b.
- c.



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Concerning [redacted] his training study is at a point where he can devote some time to assist us in this priority requirement and he has agreed to do so. With [redacted] departure I have no one else as well qualified to assume this responsibility. I have discussed this with [redacted] who interposes no objections.

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4. A fourth study which must be undertaken focuses on Intelligence Collection. We owe the community a definitive response concerning the adequacy of our collection capabilities measured in realistic terms of current budgetary constraints. We should also consider whether there are institutional or other barriers which operated to impair our collection potential before and during the recent crisis. This study should also consider the effectiveness of the current means of coordinating the collection effort and of the ability of present and future collection systems to acquire needed information in a crisis.

5. CPAG is the appropriate element in the IC Staff to undertake this study, with assistance from PRG. Before broaching this with [redacted] I should like to discuss it further with you.

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6. Finally, there are the follow-up studies which should be undertaken by [redacted] These involve his interest and valuable work on the warning function, decision analysis as related to the intelligence process, deception, etc. As soon as I have been able to work out a prospectus with him, I will submit it to you.

7. Action required:

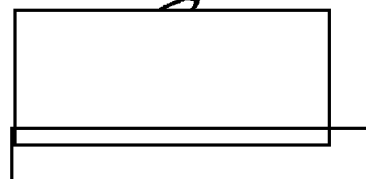
a. Approval in principle of the foregoing plan of approach;

b. Specific approval of the three studies in paragraph three;

c. Specific approval of the Intelligence Collection study and an opportunity to discuss the assignment of responsibility for the study as described in paragraph five.

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D/PRG

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*Plan is well thought out. Despite of fence may warrant some further discussion. Joe*

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